

**CITY OF HIGHLAND PARK  
MR. ARTHUR BLACKWELL  
EMERGENCY FINANCIAL MANAGER**

- In April, 2005 the City had a cash balance of \$10,000.
- In June, 2005 the City obtained a tax anticipation loan for \$1,250,000; paid back in December, 2005.
- In September, 2005 the City received an Emergency Loan from the State of Michigan in the amount of \$1,000,000.
- In April, 2006 the City obtained a tax anticipation loan for \$1,250,000; paid back in October, 2006.
- For the year ending June 30, 2006 there was a reduction in the general fund deficit from \$15.6 million to \$3.6 million.
- Negotiated an agreement with DaimlerChrysler to forgive a debt of \$8.6 million.
- Reduction in contractual employees for an annual savings of \$600,000.
- Reduction in legal fees for an annual savings of \$200,000.
- Renewal of Liability Insurance generated a savings of \$100,000.
- Audit of historical worker's compensation claims produced a savings of \$100,000.
- Revisions in Healthcare Benefits to produce a savings of \$200,000.
- Activation of the Highland Park Police Department; savings of \$1 million per year over previous contract.
- Demolition of approximately 150 houses by December, 2007.
- Paid \$130,000 in income tax refunds to residents.
- No increase in Water Rates for the past two years.
- Renovations of McGregor Library.
- Buildings improvements of City's Municipal Building. (heat, a/c, roof)
- Remodeling and renovations of Ernest T. Ford Field House.
- Shops at Woodward Place.
- Development of Alvin Casey Park
- Annual City Wide Clean-Up
- New Businesses: Coca Cola, Visteon
- Implementation of the Community Transit System with SMART.
- Improved operations of the Water Department.